Saskatchewan Liquor and Gaming Authority

Plan for 2018-19

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Government of Saskatchewan

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Statement from the Minister

The Honourable Gene Makowsky

Minister Responsible for the Saskatchewan Liquor and Gaming Authority

I am pleased to present the Saskatchewan Liquor and Gaming Authority's (SLGA) Plan for 2018-19.

Government Direction and Budget for 2018-19 is focused on keeping Saskatchewan On Track by controlling spending, delivering high quality services for Saskatchewan people, keeping our economy strong, and returning to balance in 2019-20.

SLGA's 2018-19 Plan expands its regulatory role to include the regulation of cannabis in the province which the federal government began the process of legalizing in April 2017. The plan continues to strive to deliver modernized liquor retail and distribution services to the citizens of Saskatchewan. SLGA's net income provides sustainable funding in support of government programs and services. This plan will focus on promoting net income growth in a socially responsible manner through evaluation of the VLT program and collaboration with partners and stakeholders under the modernized liquor retailing model. Promotion of an innovative workforce will occur where employees are encouraged to bring forward improvement ideas to foster a culture of continuous improvement and safety. SLGA will strive to provide a great customer experience and will engage customers and measure customer satisfaction to achieve that goal.

I am committed to report on the progress made towards this plan in the 2018-19 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to keeping the province On Track through prudent fiscal management. We will succeed by spending wisely, supporting economic growth, and ensuring services are sustainable.

This focus will continue to advance Government toward the realization of Saskatchewan's Vision and goals.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All ministries and agencies will report on progress in their 2018-19 annual reports.

Operational Plan

Mission Statement

We serve Saskatchewan people with excellence, contributing to economic growth through socially responsible distribution of liquor and gaming products, and the regulation of liquor, gaming and cannabis.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priority from the *Saskatchewan Plan for Growth*: fiscal responsibility to support growth; financial performance.

SLGA Goal

Ensure SLGA's net income meets or exceeds budgeted payment to the province's General Revenue Fund.

Strategy

Improve liquor net income.

Key Actions

- Implement, assess, and amend strategies for SLGA Retail Inc. as needed to help ensure objectives are being met.

Strategy

Improve gaming net income.

Key Actions

- Analyze performance of strategies to increase Video Lottery Terminal (VLT) revenue and assess if improvements are required.
- Work collaboratively with Saskatchewan Indian Gaming Authority (SIGA) on the completion of a new casino in Lloydminster.

Performance Measures

Net Income

By March 31, 2019, SLGA's net income will be $481.4 million, to meet its budgeted payment to the General Revenue Fund.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | Securing a better quality of life for all Saskatchewan people | **Delivering responsive and responsible government**

Strategic priority from the *Saskatchewan Plan for Growth*: building a better quality of life for Saskatchewan people; social responsibility.

SLGA Goal

Alcohol and gaming products are used responsibly.

Strategy

Increase availability of information to allow individuals to make informed decisions.

Key Actions

- Standard drink size information will be distributed to the public through Retail Store Permittees.
- Perform a follow up survey on standard drink size and establish a baseline for low risk drinking guidelines.

SLGA Goal

Alcohol, gaming, and cannabis products are provided safely and fairly.

Strategy

Improve refusal of service to minors and individuals that appear to be intoxicated.

Key Actions

- Evaluate potential expansion of Minors as Test Shoppers to ensure cannabis sales to minors are conducted in accordance with regulations.

Strategy

Improve the safe and fair provision of alcohol, gaming, and cannabis products.

Key Actions

- Develop and implement a regulatory framework for the distribution and retailing of cannabis in the province.
- Update online responsible gaming content for VLT site operators.

Performance Measures

Identification check/refusal at point of sale

The number of identification checks performed on individuals who appear to be under the age of 25 and the number of times minors or intoxicated individuals are refused service are monitored at the point of sale in SLGA Retail Inc. liquor stores. As part of the Check 25 program conducted in SLGA Retail Inc. stores, all customers who appear to be 25 years of age or less that attempt to purchase alcohol will be required to produce identification. Population statistics for the province indicate approximately six per cent of the population is between the age of 19 and 25. SLGA Retail has set a goal of six per cent of total customers that will be asked to produce identification.

Compliance with responsible gaming training

VLT site operators are required to take responsible gaming training in order to provide VLTs in their establishment and to update that training every five years. SLGA will ensure that all site operators are in compliance with a goal to have 100 per cent of site operators trained.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | Securing a better quality of life for all Saskatchewan people | **Delivering responsive and responsible government**

Strategic priority from the *Saskatchewan Plan for Growth*: increasing Saskatchewan's competitiveness; customer service excellence.

SLGA Goal

To provide a great customer experience.

Strategy

Exceed customer expectations.

Key Actions

- Engage customers and measure customer satisfaction.
- Analyze customer survey results and develop and implement improvements to increase satisfaction where required.

Performance Measures

Customer Satisfaction

Serving citizens is one of government's values, and customer service excellence is a main strategic priority for SLGA. In 2018-19, SLGA's goal is to begin surveying a selection of SLGA customers. The 2018-19 results will be used to establish a benchmark to set future customer satisfaction goals.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | Securing a better quality of life for all Saskatchewan people | **Delivering responsive and responsible government**

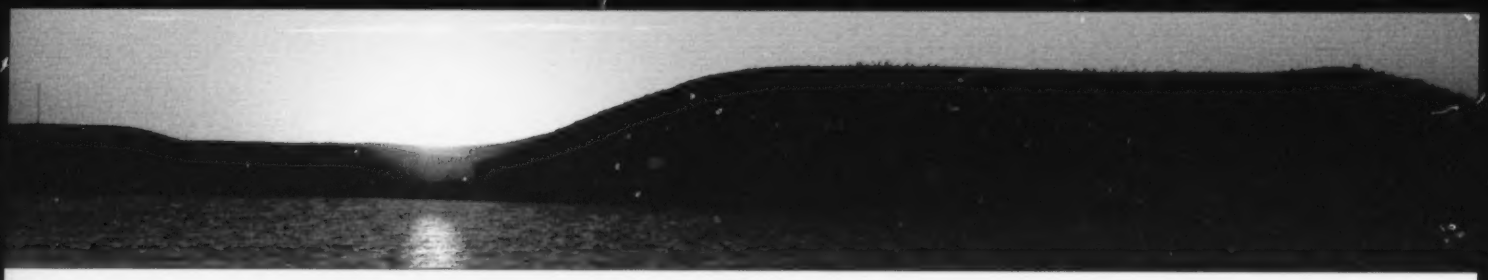
Strategic priority from the *Saskatchewan Plan for Growth*: fiscal responsibility to support growth; continuous improvement.

SLGA Goal

Efficient, effective programs and services.

Strategy

Improve efficiency, effectiveness and relevancy of programs, processes and services.



Key Actions

Analyze and implement improvement as necessary for the modernization of the liquor supply chain.

Strategy

Strengthen the corporate culture of continuous improvement.

Key Actions

- Continue to encourage employee idea submissions and increase promotion of the tools available as needed.

Performance Measures

Employee ideas submitted and implemented

SLGA has established two formal methods for employees to submit ideas for improvement. An idea board provides an informal place for employees to post and discuss ideas on a regular basis. The Idea Hub is an automated process where ideas are submitted electronically and distributed to the area that has the main responsibility for potentially making the change. SLGA will monitor the number of ideas submitted with a goal to obtain more than 100 ideas. For the ideas submitted that are determined to be feasible under the current environment, SLGA will look to have over 50 per cent of those ideas implemented.

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | Securing a better quality of life for all Saskatchewan people | **Delivering responsive and responsible government**

Strategic priority from the *Saskatchewan Plan for Growth*: increasing Saskatchewan's competitiveness; workplace excellence.

SLGA Goal

Achieve a culture that consistently reflects SLGA's core values.

Strategy

Increase attraction and retention with a focus on youth and diversity.

Key Actions

- Implement an updated representative workforce policy that includes a focus on youth (age 19-30).

Strategy

Improve employee knowledge and experience.

Key Actions

- Implement a corporate manager training program for new managers and revitalized orientation program for new employees.

Strategy

Improve employee health, wellness, and workplace safety.

Key Actions

- SLGA Retail Inc. to initiate an "Everyday Safe" program to encourage employee safety and reduce injuries.

Performance Measures

Injury results

The recorded number of medical aid and time loss injuries resulting from any event or exposure in the work environment will be measured with a goal to reduce the number from the previous year by five per cent.

Representative workforce

Representation of SLGA's workforce is measured by monitoring the percentage of self-declaring employees who align to one of the identified diversity categories (Aboriginal people, women in under-represented and management groups, persons with disabilities, visible minorities, and youth). SLGA will strive to improve on the prior year percentage for those categories where under representation exists.

Financial Summary

SLGA's 2018-19 financial plan supports the organization's key strategies. The main financial outcome for SLGA is its net income target which consists primarily of the following components: provincial VLT revenues, Saskatchewan Indian Gaming Authority (SIGA) net Income and profits from the liquor sector.

SLGA's net income is essential to supporting broader provincial objectives. For 2018-19, SLGA is budgeting a net income of $481.4 million. SIGA net income is forecast at $79.0 million and VLT net income is budgeted at $155.5 million. Liquor retail and wholesaling is expected to net SLGA $283.7 million. The net income from these areas is offset by the net cost of licensing, regulation and support in the liquor and gaming areas of $36.8 million.

Overall SLGA's capacity to continue to generate additional revenues is impacted by a variety of economic variables, weather, and public policy choices. Maintaining a balance between revenue generation and social responsibility contributes to SLGA's success in supporting government goals.

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

For More Information

Please visit the Saskatchewan Liquor and Gaming Authority's website at http://www.slga.com